



## **Chapter 6: Implementation**

## ***Tourism and Recreation Strategic Plan Designed to Emphasize Implementation***

The Action details contained in the previous chapter and this one are designed to:

- ◆ Focus on “first things first”: actions are prioritized, and timelines identified, so that all partners can maintain a strategic focus on top priorities
- ◆ Coordinate activities so that actions of businesses, organizations and agencies are inter-related
- ◆ Establish a timetable for getting things done, and identify responsibilities to share the workload
- ◆ Communicate what businesses, organizations and agencies are trying to achieve and why
- ◆ Identify expected outcomes and ways to measure success
- ◆ Manage (but not avoid) risk: achieving goals often requires stepping outside the box
- ◆ Maximize effectiveness: in a world of limited resources, tourism and recreation leaders and planning efforts can't be all things to all people
- ◆ Provide benchmarks to measure results: the ability to see when activities are deviating from the Strategic Plan, and to evaluate whether goals are being achieved according to community values
- ◆ Maintain strategic integrity: the Strategic Plan provides details of priority actions in order to prevent “ad hoc” decisions that detract from the priorities.

### **Action Table is a Tool for Successful Implementation**

The Action Table on pages 74-77 summarizes each goal and action from Chapter 5, including a priority level and timeline to achieve each action. The key to the codes listed in the Partners column is below the table. The organization listed in the ‘Lead’ column is designated as the primary organization to implement each action, and organizations who will assist are listed in the ‘Partners’ column.

## ***Next Steps to the Path Forward***

### **Adopting the Strategic Plan is the First Step**

At scheduled meetings of partner organizations in late 2007 and Spring 2008, encourage organization Boards, Committees, or Commissioners to formally endorse or adopt the Strategic Plan as the overall strategic direction for tourism and recreation in Montana from 2008 to 2012. As appropriate, include in each resolution to adopt the Plan a commitment from a representative of the organization who will serve as the implementation contact, and who will provide implementation updates to Travel Montana. Provide a copy of the adoption resolutions to Travel Montana.

Responsibility: ALL Partners

Timeline: October 2007-January 2008

### **Set Implementation Timeline and Meeting Dates**

1. Confirm meeting dates for the Tourism Advisory Council (TAC), Tourism Regions, CVBs, State and Federal agencies, and other partner groups, where milestones will be established concerning implementation priorities and processes for actions involving the organization in 2008.
2. Provide milestones to Travel Montana via an online form.
3. Schedule a discussion of Strategic Plan implementation, and Marketing Plan coordination, at the Spring 2008 TAC meeting.
4. Include a Strategic Plan Review session on the agenda at the Spring 2008 Governor's Conference, either for the entire attendance, or in various time slots occurring on each day throughout the Conference, so all partners can participate.
5. Begin implementation of actions as appropriate for each partner organization.
6. Annually report progress on actions to Travel Montana via an online form.

Successful accomplishment of the Strategic Plan Actions will be aided by pre-scheduled annual reviews and refinement opportunities.

Responsibility: ALL Partners

Timeline: 2008 and Ongoing

Action Table			Priority	08	09	10	11	12	LEAD	PARTNERS
<b>Goal 1: Increase four-season tourism revenues statewide through effective marketing and promotions, focusing on high-value, low-impact visitors.</b>										
1.1	Implement highly targeted consumer advertising/promotion campaigns									
	1.1.a	Expand partnerships with tourism businesses/attractions as co-op pt'ns	H						TM	REG, CVB, CC, MOGA, FOAM, BIZ, TRB, MTTA
	1.1.b	Continue winter marketing, promoting MT as a superb Winter destination	H						TM	MSAA, REG, CVB, BIZ, TRB, FWP, COE, FWS, NPS, USFS
	1.1.c	Attend consumer travel shows targeting high value, low impact visitors	L						REG	CVB, BIZ, TM, MTTA
	1.1.d	Continue marketing to international travelers	M						TM	REG, CVB, SA, BIZ, MTTA
	1.1.e	Enhance tracking/reporting and ROI from state, regional, CVB advertising efforts	H						TM	REG, CVB, MSAA, ITRR, DOR
1.2	Promote MT to target groups/events, emphasizing off-peak season activities									
	1.2.a	Amplify targeted marketing to attract group meetings & conferences	H						CVB	REG, TM, BIZ, SA, UNIV, MTTA
	1.2.b	Work with local sports groups to attract sport events in off-peak season	H						CVB	REG, TRB, BIZ
	1.2.c	Continue to promote Montana as a film location	H						TM	CVB, BIZ, TIAM, MEDA
	1.2.d	Attend group travel trade events, targeting tour operators & travel media	H						TM	CVB, REG, BIZ, MTTA
1.3	Work collaboratively w/ tourism marketing partners to plan/implement priority mktg efforts									
	1.3.a	Host annual Marketing Plan meeting to coordinate marketing planning process	H						TM	TAC, REG, CVB, SA, FA, MTTA
	1.3.b	Implement the new Montana brand	H						TM	REG, CVB, BIZ, MTTA, DOAg, FWP, DOC
	1.3.c	Conduct tourism workshops and educational presentation	M						TM	TAC, REG, CVB, MTTA, TRB, CC, EDO, TIAM, BIZ, SA
	1.3.d	Create cooperative marketing campaigns between agriculture and tourism.	L						TM	DOAg, REG, NPO, BIZ, MTTA
1.4	Improve Montana's in-state Visitor Information System									
	1.4.a	Create a database inventory of Visitor Information System available statewide	H						TM	REG, CVB, MTRI, MTTA
	1.4.b	Establish criteria for officially-designated visitor information sites statewide	H						TM	MTRI, REG, CVB, CC, TRB, BIZ
	1.4.c	Provide training for VICs, including regional FAM tours and present awards	H						TM	MTRI, REG, CVB, CC, TRB, BIZ
	1.4.d	Use technology to enhance visitor information and marketing efforts	M						TM	MTRI, REG, CVB, TRB, BIZ
	1.4.e	Expand displays of MT destinations & products at all visitor locations statewide	M						TM	REG, CVB, MTRI, TRB, BIZ, CC, NPO
<b>Goal 2: Attain public policy and citizen support for sustainable tourism and recreation.</b>										
2.1	Build awareness about new MT Tourism charter, geotourism, & tourism benefits		H						TM	ALL
2.2	Provide effective presentations to policy makers re MT tourism issues/benefits		H						TM	ALL
2.3	Change State rules to enable broader effect of MT Scenic Byways program		H						MDT	USFS, BLM, TRB, REG, CVB, CC, NPO
2.4	Address policy issues of note through collaborative efforts between all involved		H						TAC	TM, WSTPC, SG, MTRI, TIAM, MEDA

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Action Table		Priority	08	09	10	11	12	LEAD	PARTNERS
<b>Goal 3: Address management and access issues for sustainable recreation on state and federal lands.</b>									
3.1.	Educate visitors about ethics and responsibilities on public & private lands	H						TM	REG, CVB, BIZ, MTRI
3.2.	Coordinate statewide tourism marketing efforts to ensure consistency re land manag'mnt	M						TM	REG, CVB, MTRI, FA, SA, BIZ
3.3.	Support use of easements to maintain public access to state/federal recreation lands	M						LG	SG, FWP, USFS, BLM, NPS, BOR, COE, LO
3.5.	Identify actions/initiatives to reconnect youth with the outdoors (i.e. Kids in the Woods)	L						SG	MTRI, UNIV (Extension 4-H), TRB, LG, NPO, BIZ
<b>Goal 4: Enhance and preserve Montana's culture and history (historic sites, museums, art, music, etc), to support tourism.</b>									
4.1.	Promote existing historic/cultural assets for the enjoyment of residents and visitors								
4.1.a	Use historic/cultural attractions as venues for seminars, events & conferences	H						CVB	REG, BIZ, MHS, MHC, MAC, TM
4.1.b	Develop artisans/craftsmen trails statewide to highlight history & culture	M						DOC	MAC, MHS, UNIV, TRB, REG, NPO, TM
4.1.c	Create online calendar of arts/cultural/historic events w/ user-created options	H						TM	REG, CVB, MTTA, MHS, MAC, NPO
4.1.d	Enhance MTTA and its efforts (web site, coordination, DVD, etc.)	H						MTTA	TRB, TM, BIZ, MHS, REG, CVB, CC
4.1.e	Plan/promote commemorations of historic events (i.e. David Thompson)	M						MHS	SA, FA, TM, REG, CVB, NPO, BIZ, TRB
4.2	Improve/maintain infrastructure, facilities & services to support heritage/cultural tourism							MHS	FA, UNIV, TRB, MAC
4.2.a	Enhance the interactivity & quality of interpretive displays, programs & facilities	H						MHS	MAC, FWP, NPS, USFS, COE, NPO, TRB
4.2.b	Augment tourism facilities/services & marketing capacity in Indian Reservations	H						TRB	MTTA, TM, REG, CVB, BIZ
4.2.c	Improve infrastructure at historic/cultural sites to expand visitation and seasons	M						MHS	MAC, TRB, MTTA, LG
4.2.d	Revitalize historic downtowns as vibrant destinations for travelers	H						MHS	MMS, BIZ
4.2.e	Maintain the Lewis & Clark Trail and related sites/facilities	H						NPS	USFS, BLM, BOR, COE, FWP, TRB, LO, REG
4.3.	Continue efforts to preserve Montana Tribal culture (stories, arts, language, etc.)								
4.3.a	Identify tribal fine arts, museums, etc that create opportunities to learn/observe	H						MTTA	TRB, MHS, MAC, DOC, BIZ
4.3.b	Continue cultural site inventory on fed. lands & establish appropriate access	M						USFS	BLM, NPS, BOR, TRB
<b>Goal 5: Support appropriate tourism business growth, including new tourism products and services for target customer markets.</b>									
5.1	Cultivate opportunities to leverage private/public funds to create tourism products								
5.1.a	Participate in cooperative advertising/promotion efforts w/ TM, Regions, etc	H						BIZ	TM, REG, CVB, MTTA, NPO
5.1.b	Create vacation packages/itineraries for off-peak season niche markets	M						BIZ	REG, CVB, TM, MTTA
5.1.c	Expand alternative winter tourism products/activities (spas, tribal, etc.)	M						BIZ	REG, CVB, TRB
5.1.d	Encourage use of Made/Grown-in-MT products by retail, dining & suppliers	M						DOC	DOAg, BIZ, REG, TRB, EDO
5.1.e	Identify new opportunities to provide tourist services in public/private lands	M						BIZ	LO, FWP, MHS, NPS, USFS, BLM, REG
5.1.f	Encourage businesses to consider use of commercial TODS instead of billboards	M						MDT	REG, CVB, TM, BIZ

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Action Table		Priority	08	09	10	11	12	LEAD	PARTNERS
5.2	Provide information about technical/financial assistance available to tourism businesses								
5.2.a	Inform businesses, communities & organization about tech/financial assistance	M						TM	SA, UNIV, FA, EDO, TIAM, TRB, REG, CVB, BIZ
5.2.b	Conduct entrepreneurship training for tourism/recreation businesses	H						MTTA	TRB, MIBA, BIA, EDO, REG, BIZ, SA
<b>Goal 6: Address tourism and recreation workforce availability, training, and affordable housing issues.</b>									
6.1	Enhance professional development opportunities/requirements for tourism organizations								
6.1.a	Encourage all MT CVBs to join Destination Mktg Assoc. International (DMAI)	H						CVB	TAC
6.1.b	Sponsor training for staff/volunteer board members of organizations/agencies	H						REG	TM, MHS, MAC, MHC, MTTA, FWP, FA, MNA, MMS
6.1.c	Enhance education programs for tourism/recreation careers	M						UNIV	SA, FA, BIZ, NPO, MTTA
6.1.d	Provide the MT Superhost program w/ advanced training, customized info., etc.	M						UNIV	TM, TAC, BIZ
6.2	Improve systems to augment Montana's seasonal workforce for tourism and recreation								
6.2.a	Add specific Tourism/Recreation/Hospitality category to MT DLI web site for jobs	H						DLI	TM, FWP, FA, BIZ, TRB, REG, CVB
6.2.b	Increase seasonal workforce with volunteers and volun-tourists	M						TM	REG, CVB, SA, FA, TRB, CC
6.2.c	Provide regional/state recognition awards for tourism volunteers	M						FWP	DNRC, MHS, MAC, FA, MTTA, REG, CVB, TM
6.3	Encourage use of incentives/tax credits to build affordable workforce housing	H						LG	BIZ, NPO, HUD, USDA, TRB
<b>Goal 7: Improve Montana's transportation system for both residents and visitors.</b>									
7.1	Increase air service to and from Montana cities	H						MDT	EDO, CVB, LG, BIZ
7.2	Continue to implement Montana's rest area strategy	M						MDT	TM, REG, CVB
7.3	Improve Montana roads and bridges; reduce maintenance backlogs	M						MDT	TM, SG, LG, TRB
7.4	Increase use of passenger rail and transit service								
7.4.a	Promote Amtrak's Empire Builder service	H						MDT	LG, BIZ
7.4.b	Promote excursion rail service	L						MDT	LG, BIZ, REG, CVB
7.4.c	Encourage/expand intercity transit service to high traffic visitor locations	M						MDT	LG, FA, CVB, BIZ
7.5	Expand bike/pedestrian trail systems among communities & connections to trailheads	M						NPO	MDT, LG, FWP, FA, TRB, BIZ, LO
7.6	Develop a user-friendly handbook of info. about highway sign guidelines for tourism	M						MDT	T, LG, TRB, BIZ, MHS
<b>Goal 8: Enhance the "curb appeal" of Montana communities to attract visitors.</b>									
8.1	Increase the capacity of MT communities to be more competitive in tourism.								
8.1.a	Continue the Cmty Trsm Assessment Prog. (CTAP) to help communities	H						TM	ITRR, UNIV, MMS, LG
8.1.b	Expand/strengthen MT Main Street program to extend visitor stays & spending	H						MMS	SG, LG, EDO, BIZ, MHS, MAC, UNIV, MDT, TM
8.1.c	Support City/County planning and growth policies to preserve character	H						LG	TRB, EDO, REG, CVB, BIZ

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8.2	Implement improvements to make Montana communities more tourist friendly								
8.2.a	Improve appearance of community entrances, commercial & public parks	H						LG	TRB, EDO, CC, CVB, BIZ
8.2.b	Address billboard proliferation & create incentives for replacement w/ TODS	H						LG	CVB, MDT, REG, BIZ, LO
8.2.c	Improve availability and visibility of public parking for downtown visitors	M						LG	TRB, EDO, BIZ
8.2.d	Encourage communities to seek grants for rural cell phone/high speed Internet	M						MEDA	DOC, SG, LG, BIZ

**Goal 9: Increase funding to maintain sustainable tourism and recreation in Montana.**

9.1.	Increase lodging tax funding available for targeted tourism marketing/programs/facilities	H						SG	TAC, TM, REG, CVB, BIZ, MEDA, NPO
9.2	Foster opportunities to pool public and private marketing dollars	H						REG	DVB, TM, TAC, CC, BIZ
9.3	Enhance funding for Tourism Region and CVB tourism marketing efforts	H						REG	CVB, SG, TAC, TM
9.4	Increase use of donations, entrance fees, retail sales at public attractions	H						MHS	MAC, SA, FA, BIZ

**Goal 10: Build an effective “team” to implement the Strategic Plan, and report results.**

10.1	Travel Montana communicates regularly w/ partners & coordinates successful implementation of Strategic Plan Actions	H						TM	ALL
10.2	Create public/private/tribal partnerships for cooperative project implementation	H						TM	ALL
10.3	Implement Strategic Plan discussion/reporting to align activities w/ goals and actions								
10.3.a	Conduct annual Strategic Plan implementation workshops in each Region	H						TM	ALL
10.3.b	Host annual Strategic Plan discussion at the Spring TAC meeting	H						TM	TAC, REG, CVB, SA, FA, MTTA, NPO
10.3.c	Submit updates on Strategic Plan implementation for Annual Report to TAC etc.	H						TM	ALL
10.4	Streamline reporting process of marketing plans/expenditures to TAC, TM, Regions, etc.	H						TM	TAC, SG, REG, CVB
10.5	Obtain strategic research to keep all tourism stakeholders informed re. marketing, etc.								
10.5.a	Continue research about resident/nonresident MT travelers	H						ITTR	TAC, REG, CVB, SA, FA, BIZ
10.5.b	Purchase national/international tourism/recreation trends	H						TM	ITRR, TAC
10.5.c	Continue regular monitoring of Montanans' opinions about tourism & recreation	H						ITTR	REG, CVB, SA, FA, BIZ
10.5.d	Disseminate tourism research reports to partners statewide	H						ITTR	TM, REG, CVB, TIAM, MIKA, MOGA, FOAM

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